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COMMERCE

APRIL 1957

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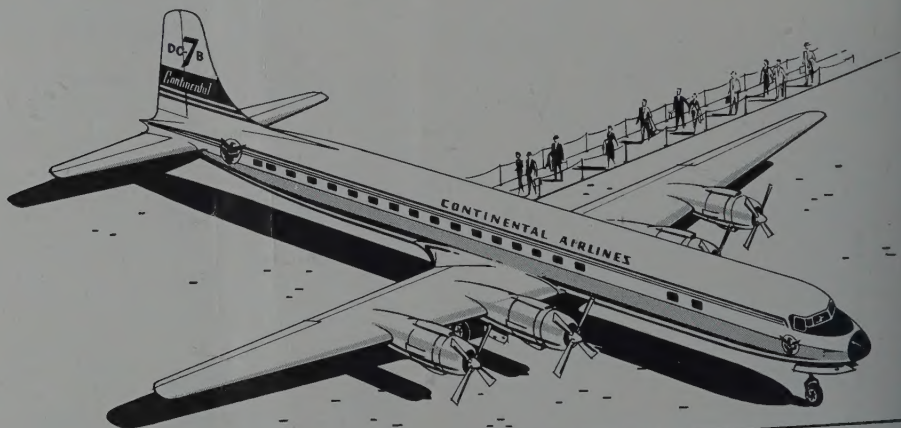
Tomorrow's Taxi Today — See Page 5

Dollars: American and Canadian

Managerial Skills for a New Age

Starting April 28th

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Hot "Country Club" Meals:

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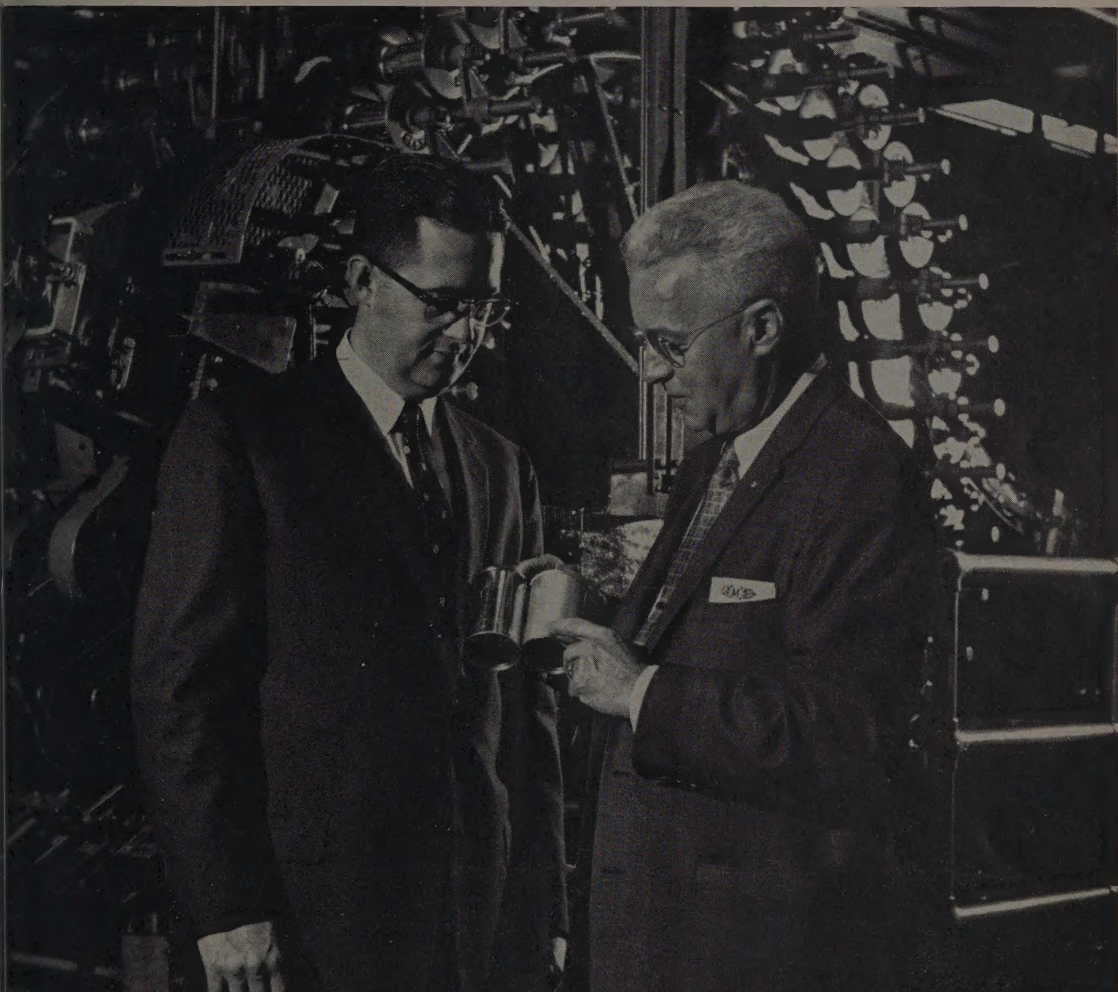
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Manufacturers of "tin" cans have many customers whose products require great protection against corrosion on the inside of the can but less on the outside. Inland had provided this differentially-coated electrolytic tin plate which conserved tin resources and reduced costs, but a problem arose. Both sides were mirror-bright; can makers couldn't tell them apart. So, Inland researchers developed "FroSTin", tin plate with a frosty satin finish on the thinly coated side. Continuous product improvement is but one of the ways in which Inland serves steel users.

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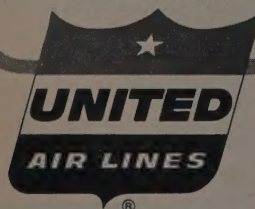
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statistics of . . .

Chicago Business

	February, 1957	January, 1957	Februa
Contracts awarded on building projects,			
Cook Co., Cost	\$ 93,433,000	\$ 77,646,000	\$ 63
(F. W. Dodge Corp.)			
Real estate transfers, Cook Co.	5,580	6,426	
Consideration	\$ 5,782,587	\$ 4,436,823	\$ 4
Bank clearings, Chicago	\$ 4,408,482,381	\$ 5,232,694,688	\$ 4,369
Bank debits to individual accounts:			
7th Federal Reserve District	\$27,081,000,000	\$30,151,000,000	\$25,035
Chicago only	\$12,830,710,000	\$14,935,454,000	\$12,437
(Federal Reserve Board)			
Bank loans (outstanding) Chicago weekly			
reporting banks	\$ 3,803,000,000	\$ 3,896,000,000	\$ 3,361
Midwest Stock Exchange transactions:			
Number of shares traded	1,748,000	2,066,000	2
Market value of shares traded	\$ 63,749,121	\$ 78,384,475	\$ 76
Railway express shipments, Chicago area ..	793,974	848,220	
Air express shipments, Chicago area	72,081	80,161	
L.C.L. merchandise cars, Chicago area	14,078	14,846	
Electric power production, kwh, Comm.			
Ed. Co.	1,629,733,000	1,856,771,000	1,582
Industrial gas sales, therms, Chicago	17,485,182	18,045,296	16
Steel production (net tons), metro. area ..	1,772,400	1,997,800	1
Revenue passengers carried by C.T.A.:			
Surface division	39,197,535	41,938,157	41
Rapid transit division	9,071,665	10,272,060	9
Postal receipts, Chicago	\$ 12,017,172	\$ 11,992,929	\$ 15
Air passengers, Chicago airports:			
Arrivals	340,257	392,052	
Departures	364,096	402,922	
Consumers' Price Index (1947-49=100),			
Chicago	121.5	121.0	
Receipts of salable livestock, Chicago	374,605	506,643	
Unemployment compensation claimants,			
Cook & DuPage counties	39,007	36,822	
Families on relief rolls:			
Cook County	23,639	23,570	
Other Illinois counties	15,750	15,714	

May, 1957, Tax Calendar

Date Due	Tax	Returnab
1	Renew city business licenses which expired April 30, 1957	City Collector
1	First installment of 1956 Real Estate Taxes becomes delinquent and subject to 1% per month penalty thereafter. (Date for Cook County only)	County Collec
1	Personal Property Tax for 1956 becomes delinquent and subject to 1% per month penalty thereafter. (Date for Cook County only)	County Collec
15	Illinois Retailers' Occupation Tax and MROT return and payment for month of April	Dept. of Reve
15	If total income and social security taxes (O.A.B.) withheld from employee plus employer's contribution in April exceed \$100, pay amount to	Authorized D



Rendering of New Plant now under Construction for Reliable Electric Company

Third Plant Located in Clearing's New Franklin-Mannheim District

Mannheim Road and Franklin Ave.

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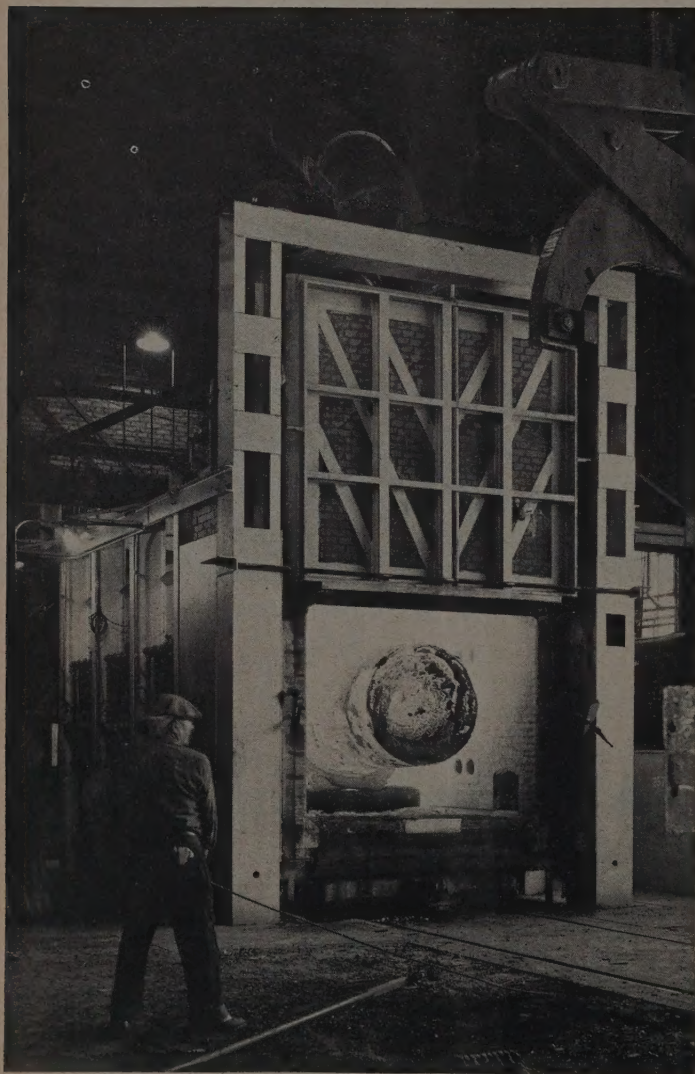
For further details address inquiries to "Clearing Industrial District, Inc., 38 South Dearborn Street, Chicago 3" or call RAndolph 6-0135.

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FIRST NATIONAL BANK BUILDING

CHICAGO 3, ILLINOIS

GAS AT WORK for Chicago's Industry



New car-type ingot heating furnace designed and built by A. Finkl and Sons for their plant at 2011 North Southport, Chicago, Illinois.

A. Finkl and Sons Company founded in 1879 on Chicago's north side as a small general business. Today it is one of America's largest producers of die blocks and heavy forgings. Its products are sold throughout the world.

In the Finkl plant there are many heat processing operations. One of them is steel ingot heating. In order to help speed production, Finkl designed and built a special furnace which represents the latest development in rapid heating of steel. This furnace, like others in the plant, uses Gas. The use of Gas has proved to be ideal . . . meeting the requirements for a fast, economical fuel that is clean and is easy to control.

COMMERCE

Magazine

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April, 1957

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Number 3

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in this

issue . . .

What are the similarities and the differences of the dollar—Canadian and American?

James Stewart, a leading Canadian banker, discusses this intriguing subject in his article starting on page 12.

Businessmen must learn to meet their social and political responsibilities with the same energy and effectiveness that they now accord their material work, Ralph J. Cordiner, president of General Electric, points out in his piece (page 15). He has five suggestions for anyone who aspires to be a successful executive in the years ahead.

Tiny components capable of fantastic strength and ability to replace today's bulky machinery has long been a dream of science that is now starting to materialize. For the details of the new industrial technique, miniaturization, read Harvey Berman's article page 16.

Our Cover

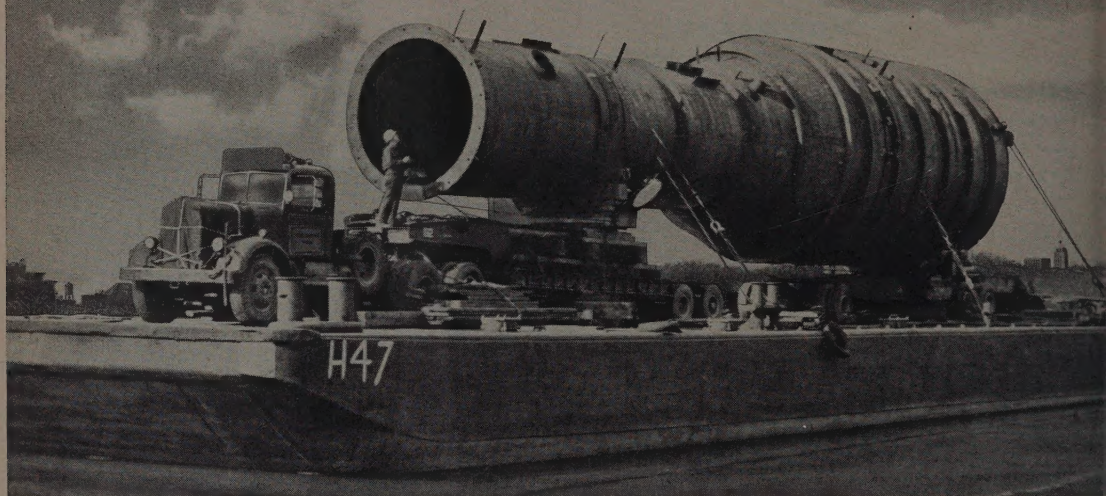
Helicopters are growing in importance to commerce and industry in the Chicago area

and as a business of their own. This month seven-passenger helicopters, like the one shown on our cover, started flying regular runs from Meigs Field to Midway and O'Hare airports. The fare for the flights is \$5 a trip plus tax. The flying time from Meigs to Midway is ten minutes and to O'Hare, 14 minutes. The service is provided by Chicago Helicopter Airways. The company has been operating a helicopter passenger service between Midway and O'Hare since November 12, 1956. It now provides 66 daily flights between the three airports.

But this is only one of the ways that the helicopter is being used by Chicagoland businessmen. For more details on other services available and how local businessmen are using them see the article by Anthony and Marietta Marcin starting on page 20.

The picture on our cover showing the helicopter with the downtown area in the background was taken by a Chicago Tribune photographer flying in another helicopter. For those who like to identify buildings in the skyline, the helicopter is flying north and is just east of Michigan Avenue between Monroe and Madison.

Only STEEL can do so many jobs so well



Through The Slough. This 75-ton gasoline "splitter" was made by U. S. Steel's Consolidated Western Steel Division in San Francisco. It was so huge that it had to be shipped on a sea-going barge through an old slough (tidal creek) that hadn't been used for 50 years and was specially dredged out for the journey.



The Mysterious Bends. This "sucker rod" was pulled from an oil well in which the casing had collapsed. This 14-foot sucker rod had been twisted into an 18-inch pretzel, yet it didn't break or even crack! The rod was made by the Oil Well Supply Division of U. S. Steel.

12-Ton Stainless Steel Propeller.

A typical Great Lakes ore boat will develop about 4,000 horsepower. But newer models turn out 7,000 hp., and need stronger propellers to harness this extra energy. These blades were made from Stainless Steel: it casts easily, resists fatigue, and is easy to weld.



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7-610

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The Editor's Page

Tax Revision Plan

There are all manner of proposals for major revision of the federal tax system — a system which literally grew like Topsy, and which almost everyone finds unfair or unsatisfactory in some particular or other. One of the most thoroughly reasoned and documented of these programs was made public about two years ago by the National Association of Manufacturers. The arguments and evidence are gathered in a booklet titled "Facing the Issue of Income Tax Discrimination," of which an expanded and revised edition was published last December.

The primary goal of the program is to reduce the tax rates which impede economic growth and thus act as a barrier to the creation of new opportunities and new jobs. Over a five-year period, if this program were followed, both individual and corporate income tax rates would be gradually reduced, until a top rate of 35 per cent was established. The NAM economists assert that the "rates lie at the root of nearly all our economic difficulties." These rates now reach 50 per cent on \$16,000 of taxable individual income, and soar to 52 per cent. The maximum corporate rate is 52 per cent.

The booklet observes: "For many years, the question of fairness in income taxation has been avoided by the sort of socialistic smokescreen — the relation of taxing capacity with what people have, instead of what they produce." This has obscured "the fact that high and discriminatory rates of income tax harass, penalize and block the efforts of those whose work and investments are the source of the nation's economic strength." The weight of the tax can vividly be illustrated by the popular TV program, "The \$64,000 Question." If a single person actually netted \$64,000 after federal taxes, his gross prize would have to be about \$450,000.

The booklet disputes the illusion that the present progressive income tax rates are necessary from the revenue standpoint. The progressive rates (which begin after the basic rate of 20 per cent) produce only about 17 per cent of total revenue from the individual income tax. All the rest, or 83 per cent, is derived from the basic rate — which is paid by all income taxpayers, including those in the very lowest taxable bracket. The booklet also summons statistics to show that the present income tax system is proportionately

most discriminatory, and most unfair, to people in the middle income brackets, and to the smaller businesses which need venture capital to grow.

The booklet presents a computation of what its authors believe would happen in the fifth calendar year if the five-year gradual reduction plan were followed. According to this, gains in federal tax revenue, brought about largely by increasing industrial activity of all kinds, would amount to \$13,867,000,000. Losses, due to reduced rates, would amount to \$12,897,000,000. The excess of gains over losses — or the net gain to the government — would thus be \$970,000,000.

The booklet is a detailed and comprehensive work. Only a few highlights can be covered in a brief summary. But the plan it presents is a bold and challenging one, deserving of thorough consideration by Congress. The need for revision in the tax system, in fact, is emphasized by the record breaking spending budget the Congress is now trying to cut. For the larger the budget becomes, the more injurious the incentive destructive provisions of the present tax system are to the nation's economy.

New Service Feature

With this issue COMMERCE is instituting a new service to readers. It is a schedule of sailings of overseas shipping lines serving the Port of Chicago appearing on page 36. This shipping service already is growing rapidly. There will be more than 400 sailings from our port in 1957 compared with 264 in 1956.

In the years ahead Chicago is destined to become the greatest inland seaport in the world when the combined benefits of the St. Lawrence Seaway and the full development of the Cal-Sag inland waterway are realized. The service now offered the Port of Chicago already is providing significant savings to many Midwestern exporters and importers. By listing sailings, COMMERCE hopes to foster the inevitable growth of this service and the benefits it will bring to the economy of the Chicago area and the entire Midwest.

Alan Sturdy

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No Cost
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Booklet on request

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ASSOCIATION**

69 W. Washington St.
Chicago 2, Ill.

Here...There... and Everywhere

• **Come to the Fair** — One of the "Stars" of the Chicagoland Fair, which will be held next June 28 through July 14 at Navy Pier, will be a new \$1,000,000 Univac electronic file computer with a prodigious "memory." Its electronic brain will store up — and remember — the names of hundreds of area employers who are looking to fill jobs of all descriptions. Visitors to the fair will be able to match their job skill with available vacancies in the area. A punch card with the fair visitor's job title will be fed into the computer system. Seconds later a coded card will appear. These code numbers can then be matched with numbers on a printed list of employers.

• **Lecture Series** — The financial problems of Illinois governments are being discussed in a series of lectures at Roosevelt University. Sponsored by the departments of economics, finance, and political science, the remaining lectures will be held on April 11, 25, and May 2, at 7:45 p.m. The topics for these respective nights will be "Paying for the Schools We Need," "A Financial Program for Chicago's Future," and "Meeting the Cost of Mass Transportation — the Case of the CTA." Tickets are one dollar for each session.

• **Debt: Public and Private** — The average family share of gross U. S. public and private debt is more than \$16,000, according to the U. S. Chamber of Commerce. The Chamber placed the aggregate debt figure at almost \$1 trillion (\$1,000,000,000,000) in a newly released pamphlet, "Debt; Public and Private." A trillion dollar bills placed end to end would go around the earth about 3,900 times — or reach from the earth to the sun. Aggregate debt has

almost doubled since 1945 and 1955 alone increased \$60 billion. Per capita share is now more than \$4,650.

• **Pennies for New Born** — Every baby is born broke in Fort Madison, Iowa. Every newborn child in Iowa receives a Skrip writing fluid bottle filled with pennies from the Skrip Pen Company.

• **Home Laundry Sales Off** — Total domestic factory sales of home laundry appliances for February 1957, amounted to 458,235 units, an eight per cent decrease from February 1956, and 18 per cent less than February 1955, according to the latest figures of the American Home Laundry Manufacturers' Association. Sales for the first two months of 1957 were 15 per cent below the corresponding 1956 period.

• **Lower Meat Production** — Meat production for 1957 is likely to be two to three per cent below last year's, according to the American Meat Institute report. Because of the rapidly increasing population, this means consumers will have, on the average, six to seven pounds apiece less to eat for the year. However, in spite of the production decline, total volume of meat will be second only to last year's record high of about 22 billion pounds.

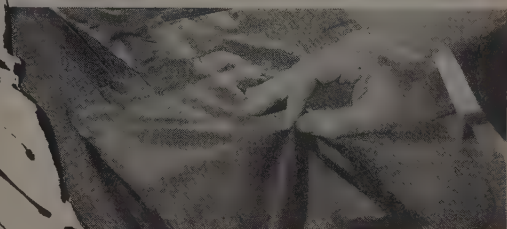
• **Something New Added** — Baseball has an electronic scout. Kansas City Athletics and Adco Corporation report that the baseball club is using a traffic radar to measure the speed of its pitchers during spring training. Heretofore a pitcher's speed was checked visually. The portable radarscope, battery

(Continued on page 35)

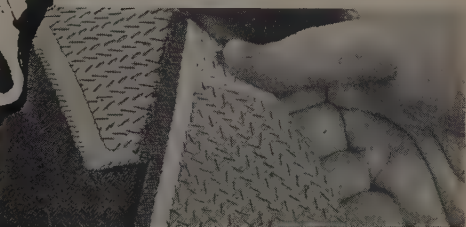
The man in the Oxford...top level personality...geared to senior achievement, chooses the clothes that best reflect his position. Knows instinctively what makes Oxford great. Here, just four reasons why Oxford complete collection today...suits \$210 to \$285. Suits and Topcoats—Third Floor, 350 Orchard



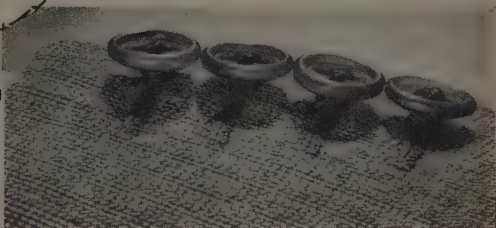
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Trends... in Finance and Business

• **Boom Levels Off**—Very latest reports on consumer, business, and government spending plans combine to confirm the leveling out of the 1955-57 boom at current record peaks, Prentice-Hall, Inc., experts report. Short-term signposts continue to point to a decline in the boom's momentum. But the figures suggest a leveling rather than a serious downturn.

Of Prentice-Hall's eight trend-leading indicators, only one points up, one remains unchanged, while six point down; of 13 roughly coincident quick indications, six point up, while seven are down.

Trend-leading indicators are nearly all bearish: new incorporations in January, up 9.5 per cent from a year ago, were the one exception. Spot raw material prices in February, down 3.1 per cent from January, had dropped back to year-ago levels. New orders for durable goods in January were down three per cent from January 1956, 1.4 per cent from December. The average work week in February continued at 40.2 hours, compared with 40.5 hours in 1956.

Business failures in February were up 27 per cent from last year, up three per cent from January. The dollar value of contract awards for heavy construction in February was 19.4 per cent below the unusually heavy February, 1956 level—but an upward trend is shown by an eight per cent increase over January. Total construction awards in January, 1957, increased four per cent, dollar-wise, over January, 1956. Contract awards in square feet of floor space were up eight per cent for non-residential but down five per cent for residential construction.

Trend-coincident quick indicators, regularly analyzed by Prentice-Hall, reveal mixed trends. Upward move-

ments, as compared to February 1956 (allowing for the extra week that month), are shown by petroleum and electric power output, department store sales, wholesale prices, auto and steel production. However, steel production declined below its year-ago level in March. Downward movements were recorded by business loans, total miscellaneous carloading, bituminous coal output and production, lumber, paper and paperboard.

• **Tax Payments and Habits**—Americans are drinking more, smoking more, but playing less cards, according to new federal excise figures, says Commerce Clearing House. This trend was illustrated by increases in collections of eight per cent in alcoholic beverage taxes, three per cent in tobacco taxes during the last six months of 1956 compared with the same period of 1955. Collections on playing cards were down three per cent, the CCH report said.

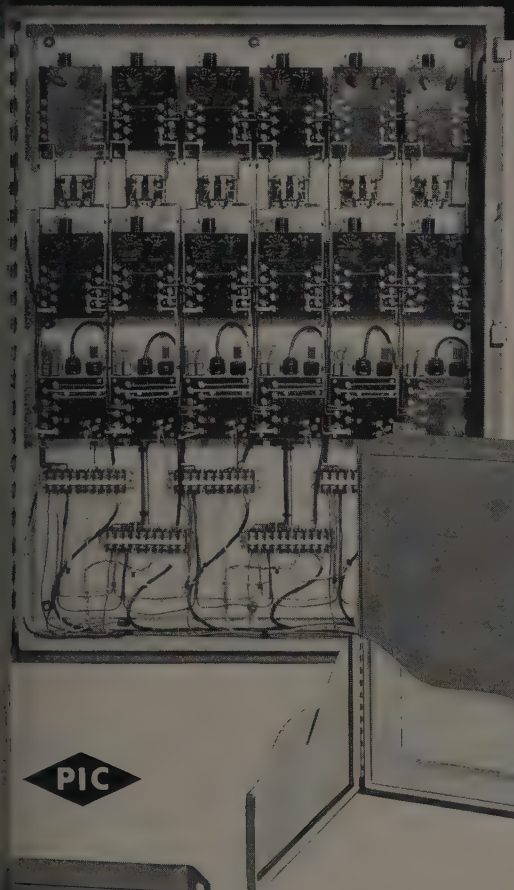
People changed their habits during the last half of '56 compared with the same period of '55 in the following manner: drank more hard liquor (collections up \$124,484,000), wine (collections up \$1,083,000), less beer (collections down \$2,000); smoked more cigarettes (collections up \$26,540,000) and cigars (collections down \$503,000); played less cards (collections down \$105,000); played more phonograph records (collections up \$1,681,000); fished less (collections down \$1,000); snapped more pictures (collections up \$1,661,000); wrote more pens, pencils—collections down \$380,000; traveled more (collections up \$12,386,000).

As for the ladies, they used

(Continued on page 27)



You Saw these Vital Automation Components at THE PURCHASING AGENTS' PRODUCTS SHOW



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You saw it at the Purchasing Agents Products Show at the Morrison in Chicago . . . a full color photograph of a complete new panel of automation instruments installed in a Hoffman NEMA Type 12 Control Panel Enclosure. This panel is completely protected from dust, dirt, oil and water. Permanent piano-hinge cover, gasketed with sponge neoprene. Special clamps hold cover in place. Meets all NEMA, UL and JIC specifications. Rolled lip offers added strength. Single or double doors with hasp or locking handle. Special sizes or modifications available; Made in 23 standard sizes, from 16 x 12 x 72 to 72 x 60 x 12. See us for full information.

PARAGON TIME CONTROLS

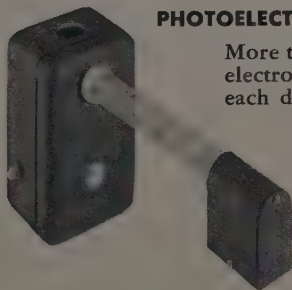
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Dollars: American and Canadian

By JAMES STEWART, C.B.E.

It would be better if one country called its monetary unit

the "beaver" says this Canadian banker and here's why:

THE only monetary problems the United States and Canada have in common is the name of the monetary unit. Had Canada, as it has been suggested on numerous occasions, named its monetary unit "beavers," certain of the problems that confront us would be mitigated. In fact, they would not disappear.

As an illustration, when wage comparisons are made for apparently similar occupations in the United States and in Canada, the "dollar" differentials become a bone of contention. It is in this area that much more analysis and discussion are necessary to explain that the Canadian dollar and the United States dollar are not the same kind of animal.

The problem facing the two countries can be divided into two parts; one—international, and the other, domestic. Both are residents of the North American continent—domestic. The international problem is not altogether a dollar problem, but

rather a problem that two "have" countries share in common. The problem is that the people of the balance of the world have not sufficient dollars to make them the customers of our countries which we would like them to be. This is a dilemma which we face in common.

Variety of Resources

Our two countries are blessed with a wealth and variety of natural resources not to be found in all other parts of the world. We are favored on most of this continent with a stimulating climate. It may seem paradoxical to assess climate as an asset, but as a result of it we have a more industrious people than will be found in the warmer areas. We are not any more ingenious or imaginative than the people in some of the other countries in the world, however, we are not as afraid of change as some are.

In addition, we come closer to a free enterprise economy than any of the other major countries in the world. As a consequence, social welfare costs do not bear as heavily on us as in other parts of the free world and thus, taxes, high and burdensome as they are, are not as high as in most other democracies.

The effect of this is quite evident

in an examination of the rewards paid to salary and wage earners, and the amount of profit retained by industry. These two factors have resulted in our having the highest standard of living of any of the countries of the world and have permitted industry and business to use greater amounts of their profits for expansion. As an example, for the year 1953 the percentage profit, after income tax, on shareholders' funds of manufacturing companies in Australia was 9 per cent; in the United Kingdom, 7 per cent; in the United States, 13 per cent; and in Canada 12 per cent. The manner of arriving at these figures may be different in each country, but the percentages give some ideas of the relative expansionary potentials of the so-called free enterprise system as against the mixed economy of those countries which are part free enterprise and part welfare state.

What can be done by us to help ourselves in the export markets of the world and to help those countries which would like to become better customers of our two countries? First of all, it is axiomatic that the only way foreign countries can buy from us is that we create the dollars for them by buying from them. Trade is a two-way street—we must both buy and sell. Gifts and

The author is chairman of the Canadian Bank of Commerce, Toronto. This article is a digest of his address at the 20th Chicago World Trade Conference sponsored jointly by the Chicago Association of Commerce and Industry and the Export Management Club of Chicago, Inc.

The Canadian ore project of the Inland Steel Company at Falls Bay of Steep Rock Lake, Ontario

give-away programs are 'short-run palliatives and neither one assures the creation of the balance necessary in the recipient countries to make them better customers of ours.

Generous Contributions

Aid, in more constructive forms, which would make these countries bigger and better producers, can be beneficial. For example, under the Colombo Plan, Canada has assisted Ceylon, India, Pakistan, and other Commonwealth countries in constructing such things as dams for irrigation, hydro-electric plants, and the like.

Canada's sister nations of Australia and New Zealand have made outstanding contributions, too. The United Kingdom, which we who live within the British Commonwealth of Nations sometimes call our "Mother

It might be contended that help such as is being extended to the countries which need our help is leading these countries into a competitive position with all of us by furnishing them with the wherewithall to enter the world markets with products in competition with us. That competition is the life-blood of the free enterprise system and competition enhances rather than detracts from a country's ability to import.

The best example of that is Canada which has industrialized at a very rapid rate since the start of World War II. Yet, despite growing industrialization, we are a much bigger customer of the world at large, and particularly of the United States, than we ever were in pre-war days. We may not now be as big a customer of the United States in the matter of oil as we were in 1945,

which countries by reason of their imports from the U. S., in effect employ a fair percentage of American people.

In Canada, we rely to a much greater extent on exports than does the U. S. Over 20 cents of every dollar of Canadian income is earned in foreign trade and commerce in contrast to only five cents of every dollar of American income. In other words, exports are about four times as important to us as to the U. S. This difference is the measure of not only our interest in international trade policy but also an indicator of how much our economic destiny depends on foreign market conditions beyond the control of our people and our government.

In the realm of domestic problems of the United States and Canada, a area of confusion lies in misconceptions concerning each other's economic structure. Part of the confusion arises out of the desire to draw comparisons, often for the sake of friendly argument. The population differential of some 16 million to 165 millions provides a rough and ready conversion divisor of ten. This divisor has been and is used for many purposes — worthy and unworthy — and by and large it is more meaningless than meaningful.

No Carbon Copy

Our economy is not a carbon copy of the U. S. divided by ten or any other number. This does not mean that there are not a great many similarities — in our thinking, in our attitudes, and in our institutions. These similarities have emerged through the passage of time — not so much that we have copied from Americans but probably that there were the "right" things in any event.

The Canadian economy has been called an accident of geography. From inception as a nation, we have struggled against natural forces to maintain our national identity. The obvious flow of traffic should be north-south and it would have been easy, and less costly, for instance, to have built our railway north-south as spurs that would connect with the U. S. railway system; yet, we have valued our independence much more highly than our purse, for, at enormous cost, we built our railway east-west.

Again, in recent years in the field

(Continued on page 30)



The author, James Stewart (second from right), at the conference with (left to right) R. Douglas Stuart, chairman of the Board of the Quaker Oats Company and former U.S. ambassador to Canada; conference chairman Jack L. Camp; and conference vice chairman R. E. Kilpatrick

Country," has poured a vast fortune into the Plan. And the United States has also been a very generous donor.

There are many definitions of our mutual objective. A fairly recent one is by the Honorable T. L. MacDonald, Minister of External Affairs for New Zealand. It reads: "The aims of the Colombo Plan are practical and can be stated in simple terms — to develop the human and material resources of the countries in South and South East Asia and to build a better life for their people."

but as a result of our oil production we have become an immense customer for U. S. pipe, oil rigs, and all the other necessities that go to build an oil industry.

Our foreign commercial policy centers on a belief in multilateral trade and we have given unreserved support to GATT (The General Agreement on Tariffs and Trade). The United States has been inclined to take a more domestic outlook and has used escape clauses to protect its domestic situation to the detriment of those countries which export and

Managerial Skills for a New Age



Ralph J. Cordiner

If you want to fit into the management picture of the future, here are some how-to-do-it tips

By RALPH J. CORDINER

MANAGERIAL attitudes and skills, like any others, are subject to rapid obsolescence in an age of change. The manager does not keep up with the times; rather, keep up with the future by going to find himself as obsolete as yesterday's newspaper, and almost as quickly. Consider how, in our life, the demands on business have changed, and how managers have changed to meet their new responsibilities.

There apparently was a time, in the beginnings of the industrial era, of ambition, vision, and a certain fierce determination were the primary requirements for success. That was the age of the pioneers or tycoons, depending on your point of view. There was a time when, in most companies, the "boss" was a man contemptuous of learning. Today, business and education cooperate to prepare men for business leadership, and managerial positions are increasingly held by educated persons—persons who keep learning, keep educating themselves as long as they live.

There was a time when business operations were run almost on a day-to-day basis. Today, a manager must anticipate the future and plan ahead—preferably ten to twenty

years ahead—if he is to remain competitive in serving customers successfully.

There was a time when current profits were the only concern of most businesses. Today, larger goals of stability and steady growth in earning power bring new perspectives to the manager, without reducing the necessity for sound current earnings.

There was a time when the manager felt that if his stockholders were happy and if his customers were not going over to his competitors, he was satisfying his managerial responsibilities. Today, the manager knows that continuing usefulness and profitability depend on a much wider spectrum of relationships involving not only customers and shareholders, but employees, other businesses, other institutions, and the society as a whole.

A Period of Renunciation

Most of the present day managers started their careers in one of the non-managerial functions, such as marketing, engineering, research, manufacturing, finance, relations, or law. Successful experience in one or more of these functions appeared to be a necessary apprenticeship for perceptive managing. But it is now becoming clear, as certain pioneers have insisted all along, that managerial work is essentially different from these other functions, just as they are different from each other. It is increasingly recognized that, as a man moves into managerial work, he must go through a renunciation. He must renounce his earlier type of work, turn it over to others, and

take on the specific work of managing. This is necessary if he is to see his assignment whole, in its full range of challenging responsibilities.

Of course there is not now, and probably never will be, a "typical" or "average" manager. Positions of leadership, almost by definition, are won by strongly individualistic persons who have acquired the skills and attitudes necessary to their field of endeavor. Those critics who profess to find a cult of "conformity" or "mediocrity" in business today have been seriously misled by their own preconceptions. Today's successful manager must still be a man of uncommon energy, uncommon will power, and uncommon perceptiveness. But he needs more than these traditional virtues of the successful businessman.

Increasingly, the successful manager in America will be an intelligent and dedicated individual who sees managing as a distinctive profession in itself, with its own set of professional ethics, its own body of learning, and its own classifications of work. As in other professions, competence in this field will require specific study and experience, as well as the development of a distinct philosophy and mode of action appropriate to the profession.

Now, with this recognition of managing as a distinct profession, have we come to the end of the line in the evolution of the manager? Of course not. We have arrived, instead, at a fresh starting point which opens up many new and challenging avenues of advance.

Many of these advances will be

(Continued on page 24)



An Air Force Scorpion firing a Falcon guided missile

Still in preliminary stages of development miniaturization shows signs of giant-size future



Close-up view of the deadly Falcon

WHEN the Hughes Aircraft Company recently unveiled its "Falcon"—an air-to-air guided missile capable of fantastic accuracy and guaranteed to destroy any enemy getting in its way—perhaps the one facet of its construction that most excited science was its incredibly tiny guidance system.

In furnishing their device with "eyes and ears," Hughes engineers had encountered formidable obstacles. Forced to utilize electrical

equipment in an amount equal to that embodied in five full-sized television sets, they were also required to jam that apparatus into as small an area as possible, if the missile was not to become oversized and difficult to launch.

Achieve Their Goal

Nevertheless, after years of the most painstaking research, they achieved their aim. Somehow they managed to compress all of this equipment into a container five inches wide and ten inches long, in a highly successful application of one of industry's newest and most promising techniques—miniaturization.

What is miniaturization? Basically, though it cannot be defined easily, it is a procedure currently being employed by technicians everywhere to accomplish more and more through the use of increasingly smaller, but vastly more efficient, mechanisms.

"The Falcon" stands as only one example of how this method is being utilized, on an expanding scale, all over the United States. Not long ago, to cite another instance, the Hamilton Watch Company announced that it had finally succeeded

in developing "the world's first electric wrist watch," in still another triumph of miniaturization. According to Hamilton officials, the keystone of the new timepiece is a tiny one-and-a-half volt battery which the company's engineers—after nearly a decade of experiments—were able to reduce to about the size and weight of a small shirt button.

Miniaturization also is playing an immensely significant role in the creation of the "man-made moon" that U. S. scientists propose to launch into outer space later this year. Though the satellite will contain the most intricate electronic directing and recording system yet devised by man, all of its instruments and guidance components will weigh less than ten pounds. Even more amazing, perhaps, is the fact that the satellite's radio transmitter—being printed to be one of the most powerful ever built—in itself will weigh slightly more than thirteen ounces.

So important has miniaturization already become in America and so bright is its future that a short time ago, a spokesman for the National Research Council in Washington reported: "Still in the preliminary stages of its development, miniaturization bids fair to become of overwhelming significance to this country."

Miniaturization—New “Wonder” Technique

By

HARVEY BERMAN



Six diodes, each the size of a grain of rice, being inspected. The tiny diodes replace space consuming vacuum tubes, a major step forward in miniaturization

science and industry in the
ers just ahead.

Even now, at a time when we've
barely scratched the surface of
potentialities, it is working won-
ers. Without it, much of the current
onal defense effort would in-
tly grind to a halt. Miniaturiza-
is the hub around which we
building the radar devices, the
puters, the fire control units,
other essential mechanisms that
going into our planes, warships,
ground equipment.

Yet this is only the beginning.
potential implications of the
nique, in so far as the peacetime
els of this country are concerned,
best be described as staggering.
Miniaturization will make its effects
on every one of us and will lead
new era in industry—an era of
creasingly powerful devices,
rned into smaller and smaller
s, in the interests of convenience,
comomy, and stepped up efficiency.”
Probably no segment of American
stry has thus far gone further
the method than the communi-
ns field. At the Bell Telephone
bratories, for example, tech-
ns—applying the very latest
cedures—have already come up
it a masterpiece of miniaturiza-
in the form of a servo-mecha-

nism—an electronic brain—built into
various machines and designed to
direct all their operations.

The American Telephone & Tele-
graph Company, for its part, frankly
admits that without the develop-
ment of new techniques in minia-
turization, it would long ago have
begun to experience insurmountable
difficulties in keeping up with the
rising number of telephone calls it
is currently handling. Intensive ex-
periments and the immediate ap-
plication of freshly evolved proce-
dures have enabled A T & T to
reduce the size of its operating
equipment and to make ever-smaller

components do the jobs of bigger
ones — and do them more effectively.

As one A T & T official explained
it, a short time ago: “The changes
that have been made in our long
distance carriers, over the past few
years, serve as excellent examples of

(Continued on page 35)



Miniaturization makes possible tiny hear-
ing aids such as this Zenith model (lipstick
left shows relative size of unit)



The fashion accessory on her lapel is the
microphone part of Zenith's new 4-trans-
istor Crusader-X hearing aid

Business Highlights



At right, the Boeing 707 jet commercial airliner, the ship that made the record breaking flight from Seattle to Baltimore in 3 hours and 48 minutes at an average speed of 612 miles an hour. Planes of this type will be put into service in Chicago in 1959 by several of the major airlines. Above, inspecting one of the 707's four jet engines at O'Hare field are, left to right: Ivan H. Powers, district sales manager, Braniff International Airways; Ralph Heinze, manager of O'Hare; William E. Downes, city manager of airports; Miss Jackie Gibson, assistant chief hostess of Braniff and also a member of the crew that made the record breaking flight; and George DeMent, commissioner of public works



Edward Daleski (left), National Automatic Merchandising Association, and Louis Cheskin of Color Research Institute, inspecting some of the 9,123 entries in the Folding Paper Box Association's 12th annual contest. Winners (100) were selected for usefulness, quality of printing, design, and construction



Joe Zawada, Rand McNally employee, inspects a finished book at his stamping machine. He was awarded \$3,226.50 for suggesting a more efficient way to stamp book covers. Under Rand McNally suggestion system, an employee receives half the total sum his idea saves the company in one year





In her left hand Model Rhonda Sherwood holds a clay lamp found in a Carthaginian tomb "to light the way into the next world." In her right hand is a 17th century hanging fixture, a runner of the chandelier. On the table are a 15th century lamp (left) and a 1st century "Aladdin's" lamp. All are from the collection of Curtis Lighting, Inc., which is celebrating its 50th anniversary this year.



Miss Beatrice Higuette isn't supposed to be lifting 100 million tons as first look at the above scene infers, it's only a one ton ingot representing the 100th million ton of steel production of the Inland Steel Company. In fact, it's only a styrofoam replica of the ceremonial ingot. Miss Higuette is a waitress in the superintendents' dining room at Indiana Harbor Works where the celebration marking the production achievement was held.



Five, Grumman Aircraft's new early warning plane, the WF-2, developed for Navy carrier service. The large "saucer-like" dome houses long-range antenna. A modified version of the F-117 Trader, the WF-2 will provide information to the fleet on impending attacks by enemy air and sea forces. It will also control friendly task force defense fighters in the interception of such attacks by the enemy.

A dog's life has a better chance of being saved, in surgery or accident, with new resuscitator-anesthetizer perfected by medical engineers of National Cylinder Gas Company. With it, small animals can have the same precisely controlled respiration that humans receive in surgery and emergency treatment. It automatically adjusts to lung capacity of any pet, whether he weighs one pound or 100. Demonstrating the new unit is Dr. Theodore Lafeber, D.V.M. of the Niles Animal Hospital.





Chicago Aerial Industries uses helicopters in taking "down-to-earth" aerial pictures

Helicopters Provide "Lift" for Business



"Whirlybird's" eye view of skyscrapers

WHEN a Chicago businessman received an unexpected call to visit an East coast plant recently, he found the only available reservations were for a plane leaving in two hours. How could he make it to his suburban home, pack a suitcase, and get to the airport on time?

Within minutes, he was on the roof of his office building boarding a waiting helicopter. With a whirl, buzz and flip-flap of rotors, the whirlybird took off. In 18 minutes, the executive was at home in Arling-

ton Heights. Half an hour before flight time, suitcase in hand, he climbed back into the helicopter. The executive arrived at Midway Airport 23 minutes later in time for his plane.

An exaggerated story? No. In recent months the whirlybird has performed similar services for officials of many local firms. And helicopter travel in Chicago has increased tremendously. Helicopter hops from the loop to outlying areas or between airports are becoming a com-

John Henebry, pres. of Skymotive and Helicopter Air Lift (left), and his assistant, Hal Connors, boarding a "group lease" copter



Agnes McCay, beauty editor of the Los Angeles Herald Express, boarding a helicopter on top of the Helene Curtis plant



By
ANTHONY and MARIETTA
MARCIN

thing. The whirlybird's versatility (it can fly backwards and forwards, sideways to the left and right, or up and down) has caused the aeronautical engineer to predict that by 1970 approximately 30 per cent of the scheduled air passengers in the United States will be carried by helicopter.

Bypasses Congestion

Because the whirlybird bypasses congestion (it can land on any building which has free access and roof area equal to the diameter of its rotors) John L. Donoghue, assistant chief engineer for Ralph H. Burke Associates, aviation engineering consultants to the city, thinks there may be as many as 1,000 copters in the Chicago area in another ten years. At present, there are 20. What types of service are now being offered? Since November 12, Chicago Helicopter Airways has been offering scheduled flights between Midway and O'Hare fields. Cost for the 23 mile trip between airports is \$5.00 plus tax. Seats are reserved. Personal baggage totaling 40 pounds may be carried free on each ticket, and passengers may purchase trip insurance at either airport, just as they would before boarding a regular airplane. The helicopters, which cruise at

about 80 m.p.h., make the trip in 12 minutes. By taking a taxicab, passenger would be enroute for 60 to 70 minutes, and would pay approximately \$6.00.

For businessmen who are looking for a more flexible service, however, another local helicopter firm offers on-the-spot pickup. Helicopter Air Lift is the originator of the helicopter "group-lease" plan for business. The concern now has about 50 companies among its accounts, including Admiral Corporation, Jewel Tea Company, Marshall Field & Company, Shell Oil Company, Thor Power Tool Company, The Chicago Tribune, and Avon Products Company. Many representatives of these firms catch one of Helicopter Air Lift's three Bell helicopters on the roofs of their office buildings. If they're in the loop and don't have a heliport, they may board a whirlybird at heliports on the roof of the Merchandise Mart, Conrad Hilton hotel, or at Meigs Field.

Leasing Terms

Most of the companies using Helicopter Air Lift's services lease the whirlybirds for anywhere from 25 to 100 or more flight hours a year. If they contract for 100 or more hours, the cost is \$65 per flight hour. This means if two passengers ride in a



The newest rooftop heliport in the downtown area is located on the south portion of the Conrad Hilton Hotel. It's the little platform area in the upper left portion of the picture above; and below, a close-up view with a helicopter about to land.



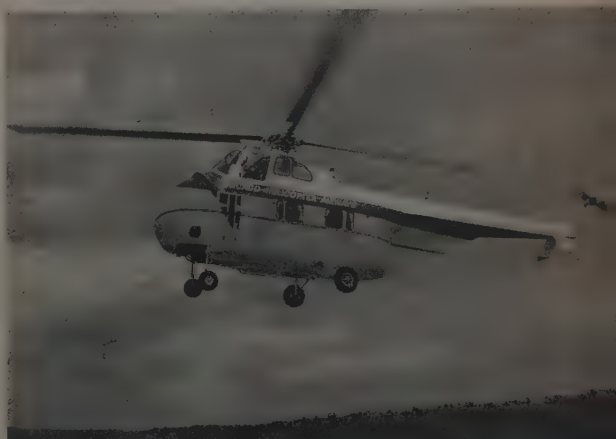
(Below) another "whirlybird's" eye view of downtown Chicago



Interior view of S-55, a seven-passenger helicopter, now flying scheduled runs from and to Meigs, O'Hare, and Midway airports



Chicago Helicopter Airways plans to replace these seven-passenger helicopters with 12-passenger units in the near future





8:39 A.M. — A daily helicopter commuter, Neil C. Hurley, Jr., bids his wife, Mary Ruth, goodbye at the door of their home in River Forest



8:43 A.M. — Hurley, the president of Thor Power Tool Company, boards a helicopter at nearby Maywood heliport



8:52 A.M. — The tool manufacturer arrives at Meigs Field and hails a ground taxi

8:59 A.M. — At work in his office in the Prudential Building. The portal-to-portal trip of 19 to 20 minutes, versus one hour in a taxi, costs him only one third more than the cab fare, he says



whirlybird, the cost is 36 cents per seat per mile. If only 50 flights are subscribed for, the cost is \$70 per hour, while companies leasing helicopters for 25 hours annually pay \$75 per hour for them.

However, most companies feel the slightly higher cost per mile of helicopter travel is more than compensated for by the time saved. From downtown, the whirlybirds can reach any point in the city in less than 15 minutes. The hop from the Loop to Park Forest takes only 20 minutes; to Waukegan is only 24 minutes. From a loop heliport to Loganport requires 21 minutes, and the hop to Franklin Park takes only nine minutes.

Save Executives' Time

R. J. Garrison, of A. B. Dick Company, which has its general offices and factories in Niles, says company officials attending meetings in the Loop can be at their destination in minutes. During a recent icy spell, an A. B. Dick vice president was catching a plane out of Midway, buzzed down to the airport in 10 minutes via helicopter. A taxi company car would have taken perhaps an hour and forty minutes to make the same hop, and the official would have to leave his desk much earlier. At it was, he continued work until the last minute.

Continental Can Company, which has subscribed to the service since November, 1956, uses the helicopter principally to take visiting New York executives to Chicago plants in outlying areas. Helicopters pick up the V.I.P.'s at the Hilton and fly them to Continental's plant in Plainfield, Illinois (near Joliet), their White Cap Division plant on the far west side of Chicago, or a heliport near three Continental plants on the far southwest side of Bedford Park. So far, says Traffic Manager Joseph O'Brady, the service has proven very satisfying.

Chicago Aerial Industries, an aerial photography firm, has found unique ways to put helicopters to use. Since conventional aircraft are not permitted to fly below 1,500 feet altitude, the company has found whirlybirds an ideal vehicle for photographing downtown skyscrapers. Says Robert Fuller, manager of survey sales for the company,

(Continued on page 37)



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For the full story, talk with a Cities Service Lubrication Engineer. Or write: Cities Service Oil Company, 20 North Wacker Drive, Chicago 6, Illinois.

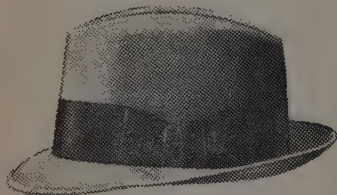


Typical of Huge Castings made at Big Four Foundry is this one getting finishing touches. Cores for every pattern and every size of casting are made with Cities Service Delco #934 Core Oil. Big Four bakes 5-lb. cores on same racks with those weighing 500 lbs.

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Managerial Skills

(Continued from page 15)

in the traditional area of economic performance: that is, in making and selling goods and services at a profit. But the manager who confines his efforts to these relatively familiar parts of his assignment is not recognizing newer, and perhaps more difficult, parts of his total responsibility. Beyond the traditional assignment, the making of material things, lies a whole spectrum of political and social responsibilities that are urgently clamoring for attention.

These responsibilities must be managed with the same energy and effectiveness that the manager now accords his material work. If he does not, the professional manager will become as obsolete as the tycoon, and the work of managing will be taken over by the state — with political officials doing the planning and policy guidance, while domesticated bureaucrats — the professional ex-managers — are assigned such administrative details as producing and selling goods.

Here in the United States, capitalism has matured a great deal since Commodore Vanderbilt made his famous remark, "The public be damned"! Few businessmen today would deny that public opinion is a force to be reckoned with, listened to, and cultivated. Even more important, most business leaders today are deeply convinced — and this is an ethical conviction, a matter of living conscience — that they must manage their business in a way that is fair to everyone who is affected, making a constructive contribution to the society of which they are part.

These are good intentions. Yet American business has been shockingly ineffective in making them known and understood. While the professional manager has been working with brilliance and energy at his material assignment, others have been working with equal energy to destroy the reputation of the businessman, discredit his achievements, subject him to increasing government regulation and interference, and ultimately to wreck the uniquely successful system of American capitalism.

One of the great unanswered challenges to professional managers is the challenge of recognizing that

ideological forces, no less than market forces, have decisive effects on the survival, growth, and profitability of a business. The ideological challenge is definitely more difficult to deal with — because it is unfamiliar. The more businessmen are attacked on the political front, the more they withdraw, with their feelings hurt, to work harder on the material assignment of producing goods. But this will not solve the problem.

The problem of political attack cannot be solved simply by supplying good products at good prices, providing good jobs, by paying good dividends and increasing the value of stocks, by having arrangements that are profitable to suppliers, distributors and dealers, by collecting and paying big taxes, by obeying the law, and by giving away to charity a lot of money some people seem to think was stolen.

Prime Targets

Those very businesses which have been most successful in doing the most for the largest number of individual citizens are the very ones that have been singled out, over the years, as the prime targets for political attack, congressional investigation, union invective, and all the other forms of publicly discrediting their intentions and achievements. But the same problem extends to every business.

It will be argued that businessmen have always had to contend with political demagogues and special interest groups, and the American business system is still going strong. Executives who lived through the stormy era of the depression, or have read about the trust-busting era, may be inclined to say that today's attacks on business are harmless in comparison. This is blinding the selves to serious dangers, and refusing to face their full range of managerial responsibilities.

These past experiences are worth exploring for helpful strategies and ideas, but they do not have much to do with today's problems. The whole political and social environment in which business operates has changed, is changing, and will continue to change. To put it simply, people

more of businessmen, and the which served an earlier day are adequate for today. In the 1920's, the American businessman was the idol of the d. He won this position of or by a truly great achievement: mastered the fundamentals of cost production of things that he wanted and could buy in quantities — when that was the really important advance to be made in raising the level of living.

Changed Views

But with the passing of the years there have been many national experiences which have changed the people's views and expectations of business. There was a shattering decision in which the businessman was the political scapegoat. There was the New Deal, the Fair Deal, the rise of the politically power-hungry. There was a war — when people got the idea that production miracles are easy — and the post-war prosperity which has made material abundance appear so automatic that it can almost be taken for granted. There was the new recognition of scientific research, which raised the people's expectations to a level of fantasy.

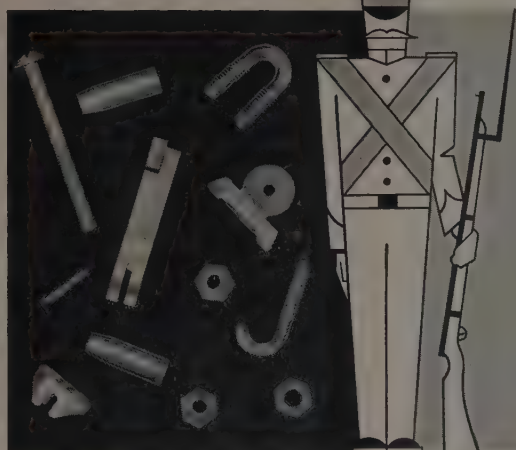
Whether these developments have, in the whole, been good or bad for the United States, they happened — and the public is no longer astonished or even satisfied with outstanding economic performance. Increasingly, the people expect business not only to satisfy their material wants and desires, but also to satisfy a wide range of psychological and social expectations. Most of these expectations are basically reasonable, but it is the responsibility of the manager and all his associates to recognize them.

For customers, people expect not only a good product at low cost. They also expect the excitement of spectacular new features and service, unfailing courtesy on the part of the salesman, and the ethical assurance that they are dealing with a fair and honest company.

For share owners, they expect not only profits and appreciation of the value of their investment. They are beginning to expect information, participation, and pride of ownership in a creative company.

For employees, people expect not

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only a steady job with good pay, benefits, and working conditions. They also expect full information, dignity, participation, recognition, and a rewarding man-to-man association with the manager and others.

As suppliers, distributors, and dealers, people expect not only an opportunity for profit and steady business in competition with others. They also expect recognition of their dignity and standing in the community, warm and friendly associations, and the assurance that they are dealing with a fair-minded company.

Ethical Expectations

As citizens, people expect not only the kind of material performance that contributes toward a prosperous economy and the national security. They also look to a company to measure up to their ethical and social expectations, as represented by such things as its genuine interest in people and the community; its emphasis on human considerations; its really dedicated work in charity and other worthwhile causes; its obedience both in the spirit and the letter of the law; its recognition that what other people think is important. In other words, over and above material performance, the people expect business to help achieve their personal aspirations, and the permanent aspirations that are associated with the United States of America.

This catalog of popular expectations of business is by no means complete, but it indicates the challenging range of responsibilities outside the traditional economic area. To balance and satisfy such a diversity of demands, and be sure that the people know and believe that the manager and his associates are making decisions in the balanced best interests of everyone, will require the development of skills which are not commonly found in managers today.

First, we in business — managers and non-managers — will have to become far more sensitive to the social and political currents and undercurrents in this country. We will have to become students, humbly seeking to know more about the economic, political, and ethical principles that vitalize this new "people's capitalism." We need to develop a greater feeling for the human con-

siderations that loom so large in the final outcome of all our efforts. When we have developed the greater sensitivity and knowledge we can be more confident that our decisions and actions are what we earnestly want them to be — in the balanced best interests of all.

Second, we businessmen need to study the future. America is undergoing profound change and growth. The company that does not anticipate these changes and plan accordingly is going to find itself like a fish out of water, in a strange and hostile environment. We must anticipate the major social, political, and economic trends and help to shape them. We must also help the public understand these changes and make choices that are in their own best interests.

Third, we need to "do right voluntarily." We can hardly expect to have either self-respect or public support if our own actions betoken mean motives, shallow minds, double standards.

Fourth, we in business need to learn to communicate our conditions and aspirations. Why do we often remain silent while our company, or our industry, or the entire business community is subjected to irresponsible attack? Why do we allow a few noisy demagogues to take a businessman against businessmen, grab off credit for our achievements or to undermine the very foundations of public confidence? Have so few ideas? Have we so little to speak about? Or are we simply afraid to take them on in the battle of ideas? The new responsibilities of the professional manager include the responsibility to make his opinions heard, understood, and believed in the arena of public opinion. The responsibility is shared by other players, but the manager must provide the leadership.

And finally, businessmen need to learn how to be politically effective. Government is becoming a more significant factor in business decisions with every passing year. The pressure groups that are trying to squeeze more than their share out of the proceeds of business are turning increasingly to politics. Professional managers must recognize this trend and learn how to manage their political resources with as much skill as they now manage their material and technical resources.

the professional manager and his associates must set about making it a political reality for what business is. This is not so much a matter of buttonholing congressmen and establishing more effective lobbies, though we businessmen have as much right to do this as others do. The important is the grass roots work of letting our employees, our neighbors, and the public officials know our own local area know the contributions we make to community life and prosperity, and where we stand on significant issues. We should have no doubt about the right or our responsibility, as businessmen, to improve the climate in which our companies operate. Through specific action, company-company, we can exert a constructive influence on all the outside conditions that affect the cost and of operating a business in the community. If we are successful in this we will simultaneously increase the usefulness of the companies we manage, and improve the ability of the community to attract and hold desirable employers.

There is a whole new field to be explored in this matter of discovering and organizing the political realities of business. Perhaps in the past the manager has not felt that this was a part of his assignment. Now.

As times change, the responsibility of the manager take on increasing scope and variety. We are still very concerned with the profit and statement. But behind those realities in the southeast corner of the map lies a mass of new factors that we had to be considered before. Increasingly, we must recognize that there are political and social factors at work which, over the years, make it increasingly difficult for our companies to serve their customers effectively, and so earn an adequate profit. This is true for companies big and small, because we all operate in the same climate, and all are part of an interdependent, though competitive, business system.

The professional manager must recognize these new challenges and accept them as part of his total responsibility. He must see them not as an added burden, but as a fresh opportunity to make his own work the work of his company more rewarding for everyone concerned.

Trends In Business

(Continued from page 10)

make-up and bought more furs and jewelry. Taxes on toilet preparations were up \$5,694,000 or 15 per cent; on jewelry and furs, \$3,451,000 or about five per cent for the six-month period.

• Rising Costs Hit Construction —

The dollar volume of new construction rose three per cent in 1956 over the year before to a new high of \$44¼ billions, according to data compiled jointly by the U. S. Department

of Labor and Commerce.

Measured in 1947-49 prices, however, construction outlays were down two per cent from the previous year, the first post-World War II year to witness an apparent decline in the physical volume of construction, the report stated.

The government bureaus attributed this decline in physical volume entirely to new residential building, which reflected not only the drop in new home construction last year from the year before but also the sharpest rise in overall building costs in five years.

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Industrial Developments

... in the Chicago Area

INDUSTRIAL plan investment projects announced in March totaled \$15,554,000. Total of investments for the first three months of the year was \$56,356,000. The total for March of 1956, the second high-month on record, was \$216,963, which brought the three month total for last year to \$259,581,000. Projects covered in this report include newly constructed plants and warehouses and the expansions of buildings of these types, as well as acquisition of land or buildings for industrial purposes.

MOCO Chemicals Corporation, a subsidiary of Standard Oil Company of Indiana, has purchased approximately 300 acres along the Illinois Waterway south of Joliet, for a new chemical plant. Phthalic anhydride, isophthalic acid, terephthalic acid, dimethyl terephthalate, ethyl isophthalate, and benzoid will be produced. Annual capacity will be about 60 million pounds.

Union Carbide and Carbon Corporation has acquired a 90 acre site on the Calumet Sag Channel in Chicago on which the company will build a large warehouse structure of 80,000 square feet of floor area. The structure will be used for consolidated Chicago region receiving, storage, packing and shipment for the corporation's divisions. The structure will be started late in 1957, and will be served by the Indiana Railroad and the Baltimore and Ohio Chicago Terminal Co.

Raybar Electric Company, Inc. is erecting a building in the Clear Industrial District of Melrose Park, located at 2045 N. Cornell avenue which will contain 150,000 square feet of warehouse space. This company, organized in 1869, operates electrical supply business in 130

cities all over the country, and has its headquarters in Chicago.

• **St. Clair Specialties Manufacturing Company**, producer of gift wrapping papers, will remodel extensively the plant which was formerly occupied by U. S. Industries, Inc. at 25th avenue and the C. & N.W. tracks in Bellwood. The plant contains a total of 203,000 square feet of floor area. St. Clair Specialties is now located at 207 E. Grand avenue, and will relocate its entire operations to the newly purchased plant this spring. Arthur Rubloff and Company and Harold J. Rieger and Co., brokers.

• **Radio Kemet Industries, Inc.**, a division of Radio Industries, Inc., has purchased a 12-acre site at Rand Road and Garland place in Des Plaines. The company has embarked on the construction of a 21,000 square foot factory which will manufacture ceramic capacitors for transistor applications. The new plant will be completely air conditioned, and the facilities of the present plant of the firm in Skokie will be consolidated with the Chicago and Marshall, Illinois facilities at the new plant. Plans call for enlarging the Des Plaines unit at a future date in order to complete this consolidation. Kelso Construction Company, general contractor.

• **Cities Service Oil Company** will erect a warehouse structure containing 80,000 square feet of floor area at its plant in Cicero at approximately 3737 S. Cicero avenue near the firm's compounding operation. The new structure will not be started until fall.

• **Chicago Ornamental Iron Company** is erecting a 50,000 square foot building to which the company will move its entire operations when com-

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pleted. This steel fabricating plant will be located in Melrose Park adjacent to the Indiana Harbor Belt Railroad between 31st and 32nd avenues. Baird and Warner Inc. and B. J. Felbinger and Company, brokers.

• **Automatic Transportation Company**, a division of Yale and Towne Manufacturing Company, is adding 50,000 square feet of floor area to its plant at 101 W. 87th street. The company is a major manufacturing unit in the materials handling equipment field. Friedman, Alschuler and Sincere, architect.

• **Empire-Amerex Products Corporation**, 1241 N. Ashland avenue, has acquired a 42,000 square foot building at 3636 N. Talman avenue. The company manufactures houseware items in New York and Chicago. Arthur Rubloff and Company, broker.

• **Bausch and Lomb Optical Company** of Rochester, N. Y. has acquired a one-story building at the corner of Halsted street and Washington boulevard containing 20,000 square feet of floor area to which the company will add a second story with an additional 20,000 square feet of floor area. The building will be used for the manufacture of refracting equipment as well as for the manufacture of lenses to individual prescriptions.

• **Garden City Plating and Manufacturing Company**, 715 N. Ashland avenue, has purchased a one-story

plant at 2501 Elston avenue to meet its expansion needs. The primary reason for staying within the City of Chicago, the company announced, was the "great pool of skilled labor available in Chicago," as well as availability to Edens and the Northwest Expressways from the new location. The newly acquired structure contains 70,000 square feet of floor space with additional land area around the building. The company's Garco Lighting Division will occupy the newly acquired building, which will allow the Hardware Division of the company to expand in the present location.

• **Medicated Products Company**, 3636 N. Talman avenue, is constructing a new plant to house its operations, at the northwest corner of Talman and Addison streets which will contain 25,000 square feet of floor area. The company is a manufacturer of drug sundries. Arthur Rubloff and Company, broker.

• **Globe Corporation**, producer of packing house equipment, is adding 23,000 square feet of warehouse space to its plant at 4000 S. Princeton ave. It is expected that the new portion of the plant will be completed mid-year.

• **Baker Reproduction Company**, 208 S. Jefferson street, will start construction of a 15,000 square foot building at 815 S. Jefferson street. The company produces photo lith plates. Robert McCracken, architect. C. R. Jernberg and Associates, general contractor.

Dollars: American and Canadian

(Continued from page 14)

of radio and television, some quarter of a billion dollars have been spent in setting up, operating, and maintaining an east-west communications flow through the ether waves rather than be engulfed by the American broadcasting fare. These are not indications of anti-Americanism — rather they are manifestations of national pride and national independence.

Up until the second World War, our economy was pretty well tied up in the sterling-dollar triangle. Our exports overseas were paid for in pounds sterling and what differences

there were in our exports to the United States and our imports from the U. S. were taken care of by converting our sterling balances into U. S. dollars and balancing our international indebtedness.

The war and its aftermath postponed the revival of what many believed to be a built-in economic relationship commonly referred to as the North Atlantic Trade Triangle. Since the war, our trade has been highlighted by a developing north-south axis. We continue to trade overseas and particularly with the United Kingdom and the Comm

alth, but the percentage of our
de has steadily declined in this
ection and has steadily increased
th the United States.
(n 1938, 67.7 per cent of our ex-
rts were overseas and 32.3 per cent
the United States; in 1955, 40.7
cent of our exports were destined
overseas markets and 59.3 per
nt went to the United States. This
ter represents somewhat over \$2.5
lion. With regard to imports, this
ture also has changed a great deal.
1938 we imported about 37.3 per
nt from overseas and 62.7 per cent
m the United States; in 1955, im-
rts from overseas were 26.2 per
nt and 73.8 per cent came from
e United States. This latter per-
centage represented in dollars is
out \$3.5 billion.

Important Developments

Following the war, at least three
ther important developments
erged: the first was our changed
eign trade position; the second was
e desire to industrialize and ex-
nd secondary manufacture; and the
rd was the rediscovery of many of
r important resources. These de-
opments coming as they did one
er the other created many prob-
as for us. In our desire to expand
dustry we needed (and we con-
ue to need) capital goods of all
nds. Our closest source of supply
s the United States and hence be-
a virtually steady increase in im-
rts and in such volume in most
ars during the past ten to far
ershadow the dollar volume of
ods the U. S. bought from us.

This could have been a serious
blem for us. There are some who
nk it may well become a serious
blem in the future. However, it
ay be, in the short run at least,
at the problem was postponed by
e discoveries of oil in Western
nada; iron-ore in the Quebec-Lab-
rator area; and the development of
anum deposits in a number of
orthern areas.

Added to this, come pipelines and
atural gas developments and petro-
chemical developments. American
oney began to flow northward and
on we were able to import more
en we exported by the simple ex-
edient of paying the deficit out of
United States investment dollars.

This operation also has raised
onsiderable discussion — academic
nd otherwise — as can be well un-

derstood. This "happy" arrange-
ment can go only so far, for there
will come a time when we will run
out of things for Americans to invest
in. Then our surplus imports from
the United States will have to cease
or Americans will have to buy a
whole lot more from us than they
now appear anxious to do.

The interest that has been shown
by American investors in Canada's
economic expansion and develop-
ment is reflected in the value of our
dollar in terms of U. S. dollars, par-
ticularly in recent years. That our
dollar has been at a premium op-

posite the U. S. dollars has created
its own problems.

Because of central banking opera-
tions, and because at some point one
currency must be changed for the
other, and because gold and U. S.
dollars were given joint significance
in the International Monetary Fund,
we have become rather conscious of
the quantity of U. S. dollars on hand.
There has been some discussion con-
cerning the long-run significance of
American investment in Canada.
There are those who criticize this
recent trend and deplore what is re-

(Continued on page 34)



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Transportation and Traffic



THE Chicago Association of Commerce and Industry has petitioned the Interstate Commerce Commission to suspend tariff provisions which would allow the Chicago and North Western Railway Company, and its subsidiary the Chicago, St. Paul, Minneapolis and Omaha Railway Company, to eliminate pick-up and delivery service on less-than-carload traffic. The tariffs, which are published to become effective March 25, 1957, would also cancel the present allowances where either or both the shipper or consignee elects to make their own arrangements for pick-up or delivery service, as well as the provisions under which highway vehicles may be substituted in lieu of rail cars. Pointing out that pick-up and delivery service has been provided by railroads since 1936, the Association's petition said: "Obviously, the service which the carriers have been providing continuously for over a score of years becomes recognized as a permanent factor and business and industrial operations are geared accordingly. Before permitting any common carrier to suddenly conclude that such a service should be eliminated, the commission should first determine what effect such curtailment of service will have on the general public." Referring to a case presently before the commission in which national railroads are seeking substantial increases in demurrage charges for the primary purpose of reducing car detention at industries and alleviating car shortages, the association stated: "During the pendency of this proceeding, one of the respondents, the Chicago and North Western, now proposes to revert back to using trap cars in lieu of highway vehicles. Such action would materially result in a waste of car days, further contribute to car

shortages and inferior service to the shipping public." In conclusion the association said that while it has consistently taken the position that each type of traffic should pay rates and charges which are reasonably compensatory for the services rendered, the carriers nevertheless should be required to furnish services needed by the shipping public and pick-up and delivery service is necessary under present day merchandising practices.

• **Castle Sees Chicago's Potentialities Enhanced by Seaway:** Speaking on the progress of the St. Lawrence Seaway, Lewis G. Castle, administrator of the St. Lawrence Seaway Development Corp., said: "Chicago is one of the major industrial and transportation hubs of the great heartland of the United States. Its potentialities should be enhanced by this modernized artery of water transportation linking the Midwest and its hinterlands with the Atlantic Ocean—a distance from Chicago of approximately 2,400 miles. Our population growth at the rate of 3,000,000 annually, the continuing national industrial expansion, plus the advantages of climate, labor productivity, abundant fresh water and other valued factors found in the Lake Michigan area should prove to be a boon to Chicago. Sailings from major ports on Lake Michigan have multiplied over 40 times. These trends should spell an encouraging picture for the future of Chicago and its trade territories." Mr. Castle stated that because of increases in costs, Congress will be asked to increase the corporation's borrowing limit from \$105 million to \$140 million. Mr. Castle spoke at a conference on the St. Lawrence Seaway and the Law sponsored by the Chicago Bar Association, University of Chi-



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cago Law School and the Northwest-ern University School of Law.

• **Pennsylvania and New York** Central to Operate on Daylight Time: The Pennsylvania and New York Central Railroads have announced that they will place their entire passenger operations on daylight saving time, beginning April 28, 1957, and continuing until October 27, 1957.

• **Legislation Introduced to Amend Carrier Rate Making Rule:** Two identical bills, H. R. 5523 and H. R. 5524, were introduced in the House on March 4, 1957 proposing to amend the so-called rate making rule of the Interstate Commerce Act. The bills would add to Section 15a the following paragraph: "In the exercise of its power to determine and prescribe just and reasonable rates for carriers subject to this act, the commission shall not consider the effect of such rates on the traffic of any other mode of transportation; or the relation of such rates to the rates of any other mode of transportation; or whether such rates are

lower than necessary to meet the competition of any other mode of transportation."

• **I.C.C. Allows \$3.00 Railroad Minimum Charge:** The Interstate

Commerce Commission refused to suspend tariffs increasing the railroad minimum charge per shipment from \$2.44 to \$3.00. The increase charge became effective February 1, 1957.

Dollars: American and Canadian

(Continued from page 31)

ferred to as American ownership of Canadian resources.

Many of the thinking Canadian people do not share this extreme position. As a matter of plain fact, Canada could not have expanded its economy to the degree it has without this capital assistance from the United States. In the last year or so a Royal Commission has been concerned with our economic prospects and in its preliminary report it has suggested the need for continuing American capital investment in Canada of magnitudes greater than at present.

The terms of reference of the Commission did not invite projections beyond 1980, but in this calendar range no reference was made

concerning who was going to take over whom! The ownership issue was not considered of major significance. A Royal Commission is not a policy-making body. It is an investigating agency shouldered with the task of delving into given situations with a view to making recommendations for the consideration of Parliament.

The Commission did raise a suggestion with reference to Canadian subsidiaries of American companies. It was broken down into three parts: (a) Wherever possible, they should employ Canadians in senior management and technical positions, should retain Canadian engineering and other professional and service personnel, and should do their purchasing of supplies, materials and equipment in this country; (b) They should publish their financial statements and make full disclosure therein of their Canadian operations; and (c) The larger Canadian subsidiaries should sell an appreciable interest (perhaps 20 per cent to 25 per cent) in their equity stock to Canadian investors and should include on their boards of directors a number of independent Canadians.

One final development that undoubtedly will have a common denominator is the movement in the rope towards a free trade area. A free trade area involves the Benelux countries, France, West Germany and possibly Great Britain. We have been too preoccupied with our own affairs to have given this much-needed analytical thought. It could usher in the end of GATT in its present form. On the other hand, it could be that more orderly wider markets could open up for exports from both Canada and the United States. But, even so, always emerges the problem to foreign countries of acquiring dollars in the United States or Canadian — the dollars for the goods required. What will develop in this newly conceived economic club will unfold for us in the months to come.

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Miniaturization

(Continued from page 17)

at miniaturization has done for s company and can do for Amer- industry as a whole.

"When we first began to seek some thod by which we might cut the e of these carriers, each device — processing 1,750 conversations over e same pair of cables — included ough electrical equipment to ver a twenty by fifty foot area.

"Our researchers got busy, how- er, and the strides that have been ide, in the relatively short time ve've been studying the problem, ve been fantastic. Today's carrier s been reduced to a fraction of its mer size. It is now compressed o a space about equal in area and lk to a small bookcase.

"We're not through yet, either. ar plans call for further reduc- ns. And one of these days, we're ing to come up with a completely rtable carrier unit that will prove e vastly superior in efficiency anything the telephone industry s ever devised."

Meanwhile, though technicians ve thus far concentrated most of ur efforts in miniaturization in e field of military production and ephonic communications, the nefits the technique offers have eady begun to trickle down to the nsumer. Countless numbers of the tion's deaf are currently sporting arly invisible hearing aids, in con- st to the bulky units they wore in e past. Television set manufac- ers have succeeded in reducing heir receivers to a point where they n easily be carried by the viewer d it is highly probable that within e near future battery operated TV eivers will become a reality.

Miniaturization, moreover, prom- ts to work miracles in the auto in- dustry in the next few years. General Motors, Ford, and Chrysler have all nounced plans to simplify the ncture of the automobile engine. ewer and smaller components will ow the motor vehicle tomorrow h unparalleled efficiency. And in e radio industry, miniature tubes d transistors are fast taking the ace of old-style vacuum tubes and ios are being equipped with elec- onic components no heavier and a more space consuming than a her thin piece of cardboard.

As a Hughes Aircraft Company

engineer — one of those who helped create the "Falcon" — put it recently, perhaps best summing up the impact that miniaturization is expected to have in the years just ahead, "It has long been the dream of science to replace today's bulky machinery with tiny components capable of fantastic strength and ability. Now that dream is fast becoming a reality.

"When it is eventually achieved, the world will stand on the verge of one of the most significant advances in industrial technology of our century — an advance that should prove of immense benefit to every one of us in providing us with the most effective and the most power-packed mechanisms ever devised."

Here, There and Everywhere

(Continued from page 8)

ated, is set up either behind or be- side the catcher. When a baseball is pitched, a beam traveling at the speed of light — 186,000 miles per second — is transmitted from the ra- dar set and reflected simultaneously from the moving ball back to the same antenna registering the speed of the pitched ball. The same radar- scope can record the speed of the batted ball away from the plate.

• **Mergers** — Mergers accounted for only six per cent of the growth in assets of the ten largest corporations between 1920 and 1955, according to

a study of the Chamber of Com- merce of the United States. The Corporations' expansion was due pri- marily to internal growth through increased sales in the competitive market.

• **Point-of-Purchase Advertising** — The trends and developments which have made point-of-purchase adver- tising a billion dollar business will be spotlighted at the 11th Annual Symposium and Exhibit sponsored by the Point-of-Purchase Advertising Institute, April 10 through 12 at the Palmer House in Chicago.

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Chicago Ship Sailings

Vessel	Line	
(R) Ville de Montreal	(2) French	Apr.
Rigoletto	(1) Wallenius	Apr.
Prins. Willem, IV	(3) Fjell/Oranje	Apr.
(R) Prins. Willem, II	(3) Fjell/Oranje	Apr.
Ophelia	(1) Hamburg Chicago	May
(R) Prins. Frederik Willem	(3) Fjell/Oranje	May
Skogholm	(2) Swedish American	May
(R) Francisca Sartori	(1) Hamburg Chicago	May
(R) Prins. Casimir	(3) Fjell/Oranje	May
Annik	(2) French	May
Leanna	(1) Ahrenkiel & Bene	May
Carl Levers	(3) Fjell/Oranje	May
Laholm	(2) Swedish American	May
Traviatta	(1) Wallenius	May
Cleopatra	(1) Hamburg Chicago	May
(R) Prins. Willem Geo.	Fjell/Oranje	May
Frederik	(3) French	May
Carsten Witt	(2) Hamburg Chicago	May
(R) Clemens Sartori	(1) Fjell/Oranje	May
Luksefjell	(3) Swedish American	May
Torsholm	(2) North German Lloyd	June
Leabeth	(1) Fjell/Oranje	June
(R) Prins. Willem, V	(3) French	June
(R) Ville de Quebec	(2) Hamburg Chicago	June
Desdemona	(1) Fjell/Oranje	June
(R) Prins. Willem, III	(3) Fjell/Oranje	June
Ternefjell	(3) Fjell/Oranje	June
(1) Antwerp, Rotterdam, Bremen, Hamburg		
(2) Rouen, LeHavre, Antwerp, Rotterdam, Amsterdam, Bremen, Hamburg		
(3) LeHavre, Rotterdam, Hamburg, Bremen, Antwerp		

Scandinavia Destinations

Vaxholm	(1) Swedish/American	Apr.
(R) Fredborg	(2) Swedish/Chicago	Apr.
(R) Ravnefjell	(4) Fjell	Apr.
Skogholm	(1) Swedish/American	Ma
Helsingfors	(3) Finlake	Ma
Marieforo	(3) Finlake	May
(R) Monica Smith	(2) Swedish/Chicago	May
Laholm	(1) Swedish/American	May
Hemsefjell	(4) Fjell	May
Ragneborg	(2) Swedish/Chicago	May
Torsholm	(1) Swedish/American	May
(R) Caroline Smith	(2) Swedish/Chicago	Jun
Makefjell	(4) Fjell	Jun
Signeborg	(2) Swedish/Chicago	June
Tammerfors	(3) Finlake	June
(1) Oslo, Gothenburg, Malmo, Stockholm, Copenhagen, Helsingfors		
(2) Gothenburg, Copenhagen, Malmo, Stockholm, Helsinki		
(3) Gothenburg, Copenhagen, Malmo, Helsinki, Kotka, Stockholm		
(4) Copenhagen, Oslo, Stavanger, Bergen		

United Kingdom Destinations

(R) Fredborg	(2) Swedish/Chicago	Apr
Veslefjell	(1) Fjell/Oranje	Apr
Grundefjell	(1) Fjell/Oranje	Ma
(R) Monica Smith	(2) Swedish/Chicago	Ma
Svanefjell	(1) Fjell/Oranje	Ma
Ragneborg	(2) Swedish/Chicago	Ma
Prins. Frederik Hendrik	(1) Fjell/Oranje	Ma
(R) Caroline Smith	(2) Swedish/Chicago	Ju
Rutenfjell	(1) Fjell/Oranje	Ju
Signeborg	(2) Swedish/Chicago	Jun
Prins. Philips Willem	(1) Fjell/Oranje	Jun
(1) London, Glasgow		
(2) Liverpool		
(R) Refrigerated Space		

Helicopter

(Continued from page 22)

opters have proven unsurpassed in getting good aerial shots of even story buildings. Motorola Corporation, which has plants on top of its Augusta Boulevard and Franklin Park plants, recently found the helicopter service a money-saver. A truck carrying parts to be used on Motorola's assembly line was unavoidably delayed enroute to the Franklin Park plant. Waiting for the truck to reach its destination would have necessitated shutting down the line for half an hour . . . causing a loss of thousands of dollars.

Production Uninterrupted

Instead, company officials quickly dispatched a copter to the Augusta Boulevard plant to pick up some of the parts which were fast running. In five minutes, the parts had been transferred from Augusta Boulevard to the Franklin Park plant assembly line. Production continued uninterrupted until the delayed truck arrived.

According to one company representative, "You can't beat the helicopter service for saving time. If Bob (who is in charge of Motorola's youth activities program) has a two hours in town between meetings, company officials can quickly get him to one of the Motorola plants, or fly down to meet him. Company officials can have a business meeting which might never have been held if the parties had to use conventional transportation."

Franklin Supply Company, an oil supply distributor, finds the helicopter Air Lift machines invaluable for rolling out the royal carpet for guests and customers. "Those who employ our services can belong to our 'Copter Club,'" says a company official. "We take pictures of them boarding the whirlybirds, and present them with a 'membership card' which tells when they used the copter." In November, 1956, during the American Petroleum Institute's annual convention, the company constantly used the service as a means of showing prospective customers company of-

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CHICAGO 40

RAVENSWOOD 8-3100



transport them from airport to plant via whirlybird. The greatest helicopter enthusiast at Helene Curtis, however, is Gerald Gidwitz, chairman of the board. Whenever Mr. Gidwitz is in town, he uses the helicopter as a commuting vehicle. Often he'll fly two or three times a week between the company's North Avenue plant and his home in Highland Park. Since there are too many trees on Gidwitz' suburban property to afford a good landing area, he usually lands at a golf course nearby, then drives home. The total trip takes about 16 minutes.

All in all, Helicopter Air Lift subscribers have found the service a pretty convenient form of travel. When a Texas-Illinois natural gas pipeline in Southern Illinois exploded recently, company officials were on the spot within a few minutes to determine the extent of the damage.

Helicopter Air Lift also offers unscheduled heliCab operations. According to Hal Connors, the company's general manager, passengers wishing to hire a helicopter at any time may ride from the top of the Conrad Hilton hotel to Midway Air-

port for \$12.50, or from the Hilt to O'Hare Field for \$15. The B executive helicopter used for the "taxi" flights and for the group le ing operations carries two passengers and 100 pounds of luggage, plus a pilot. Passengers sit next to the pilot in what resembles the front seat of an auto in the nose of the helicopter and look out of a glass-bubble windshield. The craft shudders and emits a whining sound as the horizontal propeller starts to spin. But, once in the air, the little whirlybird glides along smoothly. There's no motor interior sound and vibration than experienced on a fixed-wing plane.

Customers may also charter a whirlybird for \$85 per hour, or a 1-hour minimum. These unscheduled flights cost the passenger about \$15 per seat mile.

Private Helicopter

At least three Chicago organizations, however, have found a private helicopter best meets their needs. Lewis College owns two whirlybirds which are in constant use between Lockport and Chicago. Chicago Fastener Corporation also owns a helicopter. Radio Materials Corporation, which has one plant on Chicago's north side, and another 10 miles away in Attica, Indiana, owns a Bell-47 which is also in almost constant use.

RMC, which manufactures supplies for the electronics industry, formerly found that two fixed-wing aircraft helped reduce traveling time between plants, but not enough. Faced with the ironical situation of spending more time traveling by plane between the airports and plants than was required to fly between the cities in which the plants are located, RMC turned to the helicopter in the spring of 1956. Travel time is now about two hours less than by plane. Conservatively figuring at least one round-trip per day, Board Chairman Joseph F. Riley estimates that the company is saved every week traveling by helicopter instead of via commercial airplane.

Capable of operating "when the ducks are walking," the private helicopter enables RMC officials to travel when business dictates, not the weather. RMC's President Richard Bourgerie estimates the helicopter costs the company

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at \$50 per flight hour, figuring pilot's time, cost of upkeep and depreciation. The company had the rooftop industrial helicopter approved by the state. According to Burgerie, the helicopter has also proved customer good will. Visitors have their photos taken on boarding. "Generally the helicopter riders are first timers," he says. "Some have never been in the helicopter before." Although George C. Derder, with 28 years of flying experience, is the company's official helicopter pilot, Board Chairman and President Burgerie also has helicopter pilot ratings.

Ideal for Short Hops

However, the helicopter business is not all bread and honey. Helicopters have proven ideal for short hops up to 200 miles (most are between 10 and 15 miles), but conventional fixed wing planes still offer the cheapest, fastest flight over long distances, because of their higher cruising speed. To date, Chicago's helicopters have been able to fly only during daylight hours, since they are not equipped for blind flying.

Also, helicopter costs are high. Helicopter Air Lift hopes to buy more copters this year, but the four others they are eyeing cost about \$4,000 apiece. The S-58 12-seaters offered by Chicago Helicopter Airways will run about \$255,000, while the 7-seaters now in use cost about \$15,000.

More hours of maintenance are required to keep a helicopter in safe operating condition than are needed to maintain conventional aircraft. Helicopter Air Lift estimates it spends two hours on maintenance for every hour of flight, and Chicago Helicopter Airways equipment is checked thoroughly after each hour of flight. Engines are completely overhauled after each 600 hours of operating time.

However, for accessibility to congested areas, the helicopter has no peer. As a result, Chicago Sun-Times' new building will have a heliport on its roof, and plans are being made to find another heliport location in the heart of the downtown area. Frank Lloyd Wright's sketches of his proposed mile-high building in Chicago's downtown area include two landing decks capable of accommodating 100 helicopters.

According to Helicopter Air Lift's Hal Connors, Chicago should prove the helicopter center of the world in the future, because the maze of railroad tracks and rivers running through the city makes it ideal for helicopter travel.

Ralph H. Burke, Inc., consulting engineers for the city, recently made a survey of heliport planning for the Chicago metropolitan area. The survey report, prepared for the Chicago Association of Commerce and Industry, predicted that helicopters of the future will carry up to 50 passengers, will have two engines for greater reliability and safety, and will be completely equipped for blind flight. Because these copters will carry more passengers, it will be possible to reduce the cost of operation to a range of 10 cents to 30 cents per passenger mile during the next ten years. Ultimately, says the research organization, the range will be lowered to five cents to ten cents per passenger mile.

Although commuter service will probably not develop for some years, the researchers predict full development will come after larger helicopters are perfected and operating problems are solved.

A small heliport with minimum facilities will cost anywhere from \$3,000 to \$6,000 for land and improvements. A heliport with adequate landing area, parking facilities for autos, and a small building might cost anywhere from \$15,000 to \$30,000 for land and improvements. On the average, the researchers concluded, a heliport with facilities capable of handling the same number of passengers as an equivalent airport will cost about one-tenth as much to develop.

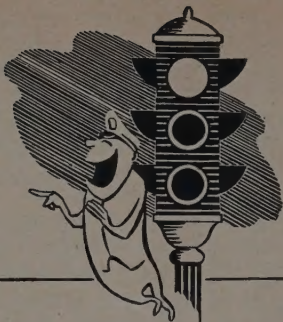
At present, the helicopter is competing favorably with taxicab services. However, in the future, as the volume of helicopter business increases and larger copters are put into service, helicopter fares should be competitive with intercity first class travel on airlines.

For the general public, this means the helicopter is still in its infancy. But, for the businessman who wants to save time, aggravation, and money, the helicopter is no longer a dream of the future. The businessman need only put out his hand to the whirlybird, and this big fledgling will come a-flapping.

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Stop me...If...



Judge — "Did you see that shot that was fired?"

Witness — "No, I only heard it."

Judge — "That is not sufficient evidence. You may sit down."

As the witness left the stand and while his back was turned to the judge, he laughed out loud. At once the judge recalled him for contempt of court.

Witness — "Did you see me laugh?"

Judge — "No, but I heard you."

Witness — "Insufficient evidence, Judge."

"So you don't believe Smith's widow is as sorry as she pretends?"

"Well, when I gave her the \$50,000 insurance check, she stopped crying and said she'd cheerfully give \$5,000 of it to have him back."

Teacher: "Jerry, are you eating candy or chewing gum?"

Jerry: "Neither. I'm soaking a prune to eat at recess."

A sad looking character was shown into the office of a prominent psychiatrist. "I've lost all desire to go on, doctor. Life has become too hectic, too confused."

"Yes," said the doctor, clucking sympathetically. "I understand. We all have our problems. You'll need a year or two of treatments at \$50 a week."

There was a pause. "Well, that solves your problem, Doc. Now what about mine?"

The little boy, just returned from a trip through the West, was describing the details to his friend. "There we were," he said in a shuddery voice, "Indians to the right of us, Indians to the left of us, Indians behind us and Indians in front —"

"Wowee," cried his little friend. "What did you do?"

"Well," replied the other bravely, "I —" He suddenly caught sight of his mother's fixed glare.

"Well — gee," he went on, "what could we do? We bought a blanket."

"Is this a modern farm house?"

"Nope. Five rooms and path."

One of these days somebody's going to come up with a book on "How To Get Out of Doing It Yourself."

A staid gentleman, honorary judge at a horse show, was upset by the dress of some of the girls.

"Just look at that young person with a poodle cut, the cigarettes and the blue jeans," he said to a bystander. "Is it a boy or a girl?"

"It's a girl. She's my daughter."

"Oh, forgive me, sir," apologized the old fellow. "I never dreamed you were her father."

"I'm not," snapped the other. "I'm her mother."

Officer — "Did you see the number of the car that knocked you down, madam?"

Woman — "No. But the woman in it wore a black turban trimmed with red and her coat was imitation fur."

Two modern little girls coming from Sunday school were solemnly discussing the lesson.

"Do you believe there is a devil?" asked one.

"No," replied the other promptly, "of course not. It's just like Santa Claus—he's your father."

A Russian officer entering a cafe in small satellite village was boisterously greeted by a parrot who shrieked: "Death to the communists!"

Being under orders from headquarters deal gently with the populace—for time being—he ignored the insult. When several more visits to the cafe resulted in a like number of insults from the belated bird, the Russian lost his patience.

He warned the owner that one more burst from his pet would result in summary punishment for him.

The troubled proprietor took his pet to the home of the village priest and swapped it for a more sedate and well-mannered bird.

A couple of days later the Russian appeared in the cafe. When the usual insult did not issue forth, he strode up to the cage and taunted: "So you're not saying anything. Come on, come on. Death to the communists!"

To which the priest's parrot mildly replied: "May heaven hear you, my child."

"So you taught your wife how to poker?"

"Sure, and it was a swell idea. Last Saturday night I won back nearly a third of salary."

Teacher — "Junior, tell the class why hypocrite is."

Junior — "It's a boy who comes to school with a smile on his face."

"I just got a Cadillac Eldorado for my wife."

"That's a mighty good deal. Where do I make a trade like that?"

Northern girl: "Men are all alike."

Southern girl: "Men are all ah like."



"And Miss Griffin, please stop adding postscripts to all the good looking salesmen in the field."

ALL THE *World* SHOULD KNOW...



MORE about Chicago's great future as an inland seaport.

MORE about the facilities building and to be built to make it the center of waterway transportation in Mid America.

MORE about its unmatched prospects for growth in all other forms of transportation.

MORE about its position as the biggest, most diversified and fastest growing industrial center in the world.

MORE about the hundreds of thousands of job opportunities of all types which Chicago's dynamic rate of growth will create in the years ahead.

MORE about its unparalleled advantages as a center of distribution.

MORE about the many projects under way and planned to make it a better place in which to live as well as work and do business.

The Chicago Association of Commerce and Industry is now bringing all facets of this great story together in **CHICAGO'S NEW HORIZONS**, to be published in June, 1957. The staff of the Association and many of Chicago's best known writers on business subjects are preparing interesting and authoritative articles covering the foregoing subjects and many others.

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This factual study of Chicago's future. Copies of the publication are available to you for this purpose in quantities of 100 or more with your name imprinted on the cover at \$2.00 per copy. Smaller quantities without name same price. Books will be shipped directly to you by printer.

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Here's my order for _____ **CHICAGO'S
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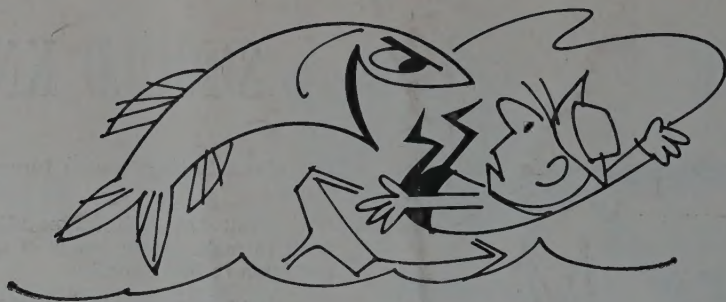
☐ Our check for \$ _____ is attached.

☐ Please bill me.

Name _____

Company _____

Address _____



How to catch fishermen without rod and reel in Chicago

The day was fit for neither man nor beast.
But just right for fish, figured Pete and Joe. So
early in the yawning our anglers rowed forth.

Now fishing was not only Pete's hobby—but this
hobby was also his business. As Admanager of Fin
'n Faddy, manufacturers of fancy fishing tackle, he
spent days and dollars trying to land fishermen.

(But back to our piscatorial prattle.)
Upon reaching a sheltered cove, Joe flipped a plug
neatly among the lily pads. A perfect cast in a
perfect spot—but no fish!

"So it goes," said Pete, "you can't always count on
fish being where they're supposed to be."



"And the same is true of
fishermen," countered Joe,
a guy who knew his way
around the lake and guided
advertisers for the Chicago Tribune. "You'd think
you'd find the most prospects for expensive fishing
tackle among the cashmere long-john and sports
magazine set. But it just ain't so."

And Joe went on to explain:

"Today fishing licenses are being issued by the mil-
lions. And even in mass sports stores like the Fish
Now-Pay Later chain, high-priced fishing gear is
outselling low. Leisure is now *mass* property, and
the man with the most leisure is the man in the
blue-collared shirt. When he's through with his 40
hours, he's free to do what he pleases. And lots of
times he pleases to go fishing."

Just then, as Joe was reeling in his line, there
a sudden swirl and splash! "A strike," yelled P
"set the hook and keep a tight line."

And Joe, being a good fisherman as
well as a good salesman, did just that.

"As I was saying," coolly
continued Joe, playing his
prey to the surface, "Chi-
cago is well stocked with
fishermen. As one of the nation's biggest indust
centers, it offers you a market with extra mo
extra leisure and an extra big interest in sports
31% sporting goods sales increase in the las
years.) And it takes an extra big advertising
like the Tribune to get the most out of those wate



Just then Joe hoisted his finny prize into the b
"Well," sighed Joe, "if the fish had been stron
my sales story would have been longer."

"That's O.K., pardner," consoled Pete, "yo
had him on long enough to catch me."

Now maybe you sell tapioca or teapots instea
tackle, but this fish story applies to you, too
you want to land your limit of Chicago custome
remember this tried and true advice: It always
to check with the guide who knows the local wa
And nobody knows Chicago like the Tribune. N
ing sells Chicago like the Tribune.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

